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ABSTRACT

The Leadership Institute for a New Century (LINC) began in 1989 as a consortium formed by Iowa State University, the Iowa Association of Community College Trustees, and the Iowa Association of Community College Presidents. The mission of LINC was to increase the diversity of upper-level administrators at community colleges through developing and enhancing the leadership styles of women and people of color. This report provides an overview of the LINC program. First, a discussion is offered of consortium members and their contributions; LINC's coordination, funding, and organization; academic credit provided for LINC participation; LINC faculty and administration; and the LINC training environment. Next, a LINC recruitment brochure is provided, which describes the institute format, LINC goals and objectives, institute activities, and special features. The program's 1991-92 annual report is then presented, including a table describing the academic program, and an outline of participant's activities and written work for the year. Next, a two-page summary of a study conducted in May 1992 to determine the effectiveness of the LINC program is provided. The summary presents findings of a survey of LINC participants, which yielded a 95.8% response rate (N=45). Finally, the report concludes with lists of national resources persons, state and local resource persons, LINC participants, and a nomination form for participation in the LINC program. (JMC)

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LEADERSHIP 2000

LINC ing: Creating A Regional Consortium For Leadership Development

July 19 – 22, 1992
Chicago Marriott Hotel
Chicago, Illinois

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The Leadership Institute for a New Century

Introduction

Mission

To increase the diversity of upper-level administrators at community colleges through developing and enhancing the leadership styles of women and people of color.

Consortium members and their contributions to the program

LINC began in 1989 as a consortium formed by Iowa State University (Ames, Iowa), the Iowa Association of Community College Trustees, and the Iowa Association of Community College Presidents.

Iowa State University (ISU)

ISU is a brad-based university of international stature offering more than 120 majors and numerous professional and preprofessional programs. It has an enrollment of more than 25,000 students and a faculty of nearly 2,000.

LINC is administered, coordinated, and taught by the Higher Education Section, Department of Professional Studies in the College of Education.

Iowa Association of Community College Trustees (IACCT)

"The community colleges of Iowa retain the system of locally elected trustees with community colleges under the oversight of the State Board of Education" (Iowa Community Colleges, 1992). IACCT is a voluntary association formed by the trustees from each college and supported by dues from the respective institutions, which is designed to meet the educational objectives of Iowa's community colleges. Each year, participating colleges elect one trustee to represent them at IACCT.

IACCT provides financial support to LINC as well as program support. Each IACCT institution pays a program fee for each participant. IACCT members also provide program support by making presentations at LINC meetings on governance and state issues. Trustees encourage participants' educational and networking opportunities by encouraging them to attend IACCT meetings and IACCT social activities including their December holiday reception.

Iowa Association of Community College Presidents (IACCP)

Presidents from each of Iowa's 15 community colleges comprise this association. The presidents hold monthly meetings to discuss resolve state issues concerning community colleges.

The presidents from each campus provide an open channel of communication to LINC participants throughout the year. The presidents encourage participants to attend IACCP meetings, invite participants to ride to IACCP and LINC meetings with them and their institution's trustee, and make themselves available throughout the year for discussions and pre-

sentations. In addition, they support LINC participants financially by providing funds for travel and lodging to monthly meetings, and providing funds for participants to attend special conferences and activities.

Coordination, Funding, and Organization

Participants meet for two days each month for nine months with national, state and local educational leaders. The meetings are held on the ISU campus or in Des Moines on dates that coincide with IACCP and IACCT meetings. In addition to the monthly meetings, throughout the year LINC members participate in several interactive phone sessions with national leaders.

LINC participants attend one or more conferences each year. The conferences focus on leadership and have included: AACJC Annual Conference, The Way-Up Conference (for women in higher education in Iowa), and statewide IACCT Conferences. Also on a yearly basis, a least one LINC meeting is held on a community college campus. In addition, LINC faculty visit participants on their home campuses.

Program costs are $600 per participant per semester.

Academics

Participants can earn up to six graduate-level credits for their LINC experience. The program offers two credits each semester for attending meetings and completing "outcome products". (A list of the outcome products for 1991-92 can be found in the Annual Report included in this packet). In addition, participants can earn two more credits for completing an internship with an institution or an agency related to community colleges.

A comprehensive list of topics are covered, which are designed to enhance the participants' abilities to communicate and analyze state and local governance and funding, examine the interaction of the president with the constellation of internal and external constituencies of the community college, understand the theoretical and practical dynamics of community colleges as organizations, and to improve management and communication skills. (Refer to the program brochure for more information about the topics covered.)

Faculty & Administration

The LINC faculty consists of: Larry Ebbers, Professional Studies Department Chair and LINC Director; Noreen Coyan, Director of Human Resources (North Iowa Area Community College) and LINC Co-director; Elizabeth J. Whitt, ISU assistant professor; Daniel C. Robinson, ISU professor and Higher Education Section Leader; Viana Kelly, ISU research assistant.

The commitment of the Institute to persons of color and women extends beyond its goal of providing leadership development to participants. LINC is committed to providing role models as well. As a result,

one permanent faculty member is a person of color, and the co-director, one faculty, and graduate assistant are female. Many special presenters are women and/or persons of color. At least three times each year, the program features sessions by female community college presidents and vice presidents.

Environment

Just a "Building Communities" is a theme for community colleges, it is also a theme for LINC. A very conscious effort is made to develop "team spirit" and a sense of community within each group of participants. Participants are encouraged to attend informal dinners following the first day of sessions each month. It is during these times that participants begin to develop friendships and better networking relationships with each other. Other social activities are scheduled throughout the year including receptions during holidays and at conferences with presidents, trustees and past participants. Participants are encouraged to ride to meetings with their presidents and trustees; the campus visits by faculty provide a time to get to know faculty better. Also, there is a discussion time built into each meeting, which provides time for open discussion and honest interaction that leads to better communication and understanding between participants.

Leadership Institute for a New Century

Sponsored by:

Iowa State University
College of Education
Professional Studies

The Iowa Association of
Community College Trustees

The Iowa Association of
Community College Presidents

For More Information
Dr. Larry H. Ebbers
Iowa State University
College of Education
Professional Studies
N243 Lagomarcino
Ames, IA 50011
(515)294-4143

Institute Format

Seminar Schedule:

LINC seminars are held for 1 1/2 days each month beginning in September and ending in May. Meetings are usually held in Des Moines at the same time the IACCP/IACCT meet, which is first Thursday and Friday of each month. Tuition and fees for the seminar, travel and lodging is covered by the sponsors. (Tuition and fees for internships is the responsibility of the participants).

Telenet Sessions:

In addition to the seminars, LINC participants learn from nationally recognized community college educational leaders through monthly telenet sessions. These sessions are held the third Tuesday of each month from October through April. Previous speakers have included: Judith Eaton, Director for the American Council on Education's Center for Academic Achievement and Transfer; David Pierce, President of the American Association of Community and Junior Colleges; and John Roueche, S. W. Richardson Chair for the University of Texas (at Austin) Community College Leadership Institute.

Leadership Institute for a New Century

- Diversifying Community College Leadership for Today and Tomorrow

Goal

The purpose if the Leadership Institute for a New Century (LINC) is to provide academic and internship opportunities to encourage the advancement of women and people of color into administrative leadership roles at Iowa community colleges.

Objectives

LINC is designed to encourage and prepare women and people of color for leadership roles. Networking opportunities are provided to increase diversity of participation in the leadership of Iowa community colleges into the next century.

Emphasis is placed on enhancing abilities to:

- Communicate and analyze state and local governance and funding
- Examine the interaction of the president with the constellation of internal and external constituencies of the community college
- Understand the theoretical and practical dynamics of community colleges as organizations
- Improve management and communication skills

Institute Activities

Fall Seminar

(Hg Ed 580H; 2 credits or audit)

Topics include:
Public Policy
The Political Process
State and Local Governance Issues
Board of Directors Profiles
Presidential Decision-Making
Leadership Styles
Vision
Educational Ethics
Workplace Values Clarification
Organizational Culture Identification
Community College Philosophy, Mission, Goals, Ideals
Institutional Policies and Procedures
Strategic Planning
Fiscal, Capital, and Human Resource Allocation
Formal and Informal Organizational Structures

Spring Seminar

(Hg Ed 580H; 2 credits or audit)

Topics Include:
Legislative and Public Policy Decision-Making Processes
The Iowa Community College Funding Formula
Resume Writing and Interview Techniques
Persons of Color
Feminist Issues
Collective Bargaining
Budgeting Processes
Conflict Resolution
Negotiation Skills

Internships

(Hg Ed 591 (Optional): 1-4 credits or audit)

Opportunities are available for supervised field experience with an individual president or other administrators, the Iowa Department of Education and/or the Iowa Association of Community College Trustees.

Special Features

- Participants are nominated by their institutions
- LINC seminars are part of the currently approved curriculum for certification of community college administrators
- Observation of statewide IACCP/ IACCT meetings is a component of the program
- An advisory board of community college presidents offers consultation and guidance
- Participation in LINC is limited to 20 individuals each year

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Leadership Institute for a New Century

Annual Report
1991-92

The Leadership Institute for a New Century (LINC) completed a third year in operation on May 9, 1992. To date, 48 women and people of color currently working at Iowa's community colleges have benefited from this ISU program, which is designed to promote diversity in community college leadership.

The participants attended monthly meetings (two-day seminars) from September through December and from February through May. In addition, they participated in stimulating discussions with national leaders during four telenet sessions.

The following table lists the academic program for 1991-92

September Meeting

Speaker/Activity	Topic
Daniel C. Robinson, ISU	Understanding Leadership Styles
Dr. Gerri Evans Rochester Community College	The Community College Philosophy and Current Issues
Cal Hultman Iowa Association of Community College Trustees (IACCT)	A View From IACCT

October Meeting

Joann Horton Iowa Department of Education Community College Presidents	Observation of IACCP meeting with Dept. of Education Observation of IACCP meeting
Joann Horton	Discussion of her leadership/ career story Discussion of the Department of Education
Carl Heinrich President IACCP	The Iowa Association of Community College Presidents

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November Meeting

Speaker/Activity	Topic
Way-Up Conference	Women of the 90's: Our Many Voices
November Telenet	
David Pierce President AACJC	The national agenda for the American Association of Community and Junior Colleges, and the importance of "One Dupont Circle" in shaping eduation in the US

December Meeting

Elizabeth J. Whitt, ISU	Organizations and Their Cultures
Terry Moran Kirkwood C.C. Donna Bildner Northeast Iowa CC	The Iowa Funding Formula
Cal Hultman, IACCT	Legislative Update
Don Roby, Northeast Iowa CC Bob Dunker Western Iowa Tech.	Leadership in Changing to Community College Status
Gene Gardner Southeastern CC	The Higher Education Strategic Planning Report

January Telenet

George Vaughan University of Florida	The Community College Presidency

February Meeting

Lyle Hellyer, Indian Hills CC	Managing Conflict
Kay Chapman, Representative Elaine Szymoniak, Senator	Legislative Day • Women in Politics Women's Issues
Don Shoultz, Representative	• Role of Community Colleges as seen by Legislators
Arthur Ollie, Representative John Kibbie, Senator Minnette Doderer, Representative	• Educational Issues at the State Level

Speaker/Activity	Topic
February Telenet	
Judith Eaton National Center for Academic Transfer and Achievement	National Report on Academic Transfer

March Meeting

Speaker/Activity	Topic
Richard Johnson State Auditor	State Budget and Accountability Issues
Barb Crittenden, Southwestern CC	Curricular Issues and the Perspectives of the Chief Academic Officer
Tuckie Folkers North Iowa Area CC	Institutional Effectiveness
Harriet Custer Department of Education	State Community College Accreditation Standards
Suzie Clouser, DMACC Trustee Daryle Holbrook NIACC Trustee	Relationships between Trustees and Faculty/Staffs
Joe Borgen Des Moines Area CC	Innovation/Entrepreneurship in the Community College
Community College Trustees	Observation of the IACCT meeting
March Telenet	
John Roueche University of Texas at Austin	Underrepresentation and the Question of Diversity

April Meeting at Kirkwood Community College

Speaker/Activity	Topic
Norm Nielson, Kirkwood President	Overview of the College
Kate Varcoe	Business Jobs Fair
Rich Gross	Telecommunication Technologies
Trustees	Trustees Meeting: International Education
Tour	Child Care Center
Lois Nanke	Resume Review
Don Page	Career Development

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May Meeting

Speaker/Activity	Topic
Sally Ihne, President Brainerd Community College	Women and Leadership: The Dynamics of the Presidency
Graduation Dinner Sally Ihne	
Paul Tambrino, President Iowa Valley Community College	Entering the Presidency
John Hawes, President Hawkeye Institute of Technology	Exiting the Presidency

The outcome products for 1991-92 included:

As part of the LINC experience, the following activities were designed to enhance student outcomes related to the LINC experience. Participants evaluated each outcome product. Results of that evaluation are included.

Fall Semester:

Election of Board of Directors

Participants provided a written narrative showing what they learned from an interview with the successful candidates for the Board of Directors for their college regarding their ides and goals for their time in office, their perceptions of the mission of the community college, and why they were a candidate.

All of the participants indicated that this was a valuable exercise which helped them lean more about the role of the board of directors. Most of the participants thought that the board of directors was more aware of them and of the LINC program following this assignment.

Interview with Board President

Participants provided a written narrative showing what they learned from an interview with the President of their College's Board regarding his/her role as President and focusing on his/her experiences with the community college, the role of the board and the future direction of the board.

Community College Philosophy

Participants provided a personal statement of their community college philosophy which articulates the mission, goals, purposes, and ideals of the American Community College.

Most of the participants changed their philosophy from the first semester to the second semester that they were in LINC.

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Formal and Informal Organizational Structures

Participants presented written and oral critiques of their college's formal and informal organizations structure, emphasizing it's strengths and weaknesses, and indicating their recommendations for improvements

This exercise was considered valuable in helping participants understand the variety of structures and cultures at community colleges.

Book Review

Participants read a book of their choosing on community colleges, higher education, or leadership, and prepared a one-page review that included their reaction to the book and an analysis of the content.

Following the evaluation of this outcome, the program planning committee has decided to require a book review twice each year; however, the list of books will be revised and fewer choices will be offered. One book will be a book of choice, and the second will be a book that all will read in common.

Spring Semester:

Campus-Based Project

Participants designed, implemented, or participated in a campus-based project for Black History Month or Women's History month. They provided a written description and evaluation of the project.

Although this is a busy time for participants, making this a difficult project to accomplish, the majority thought this was a very valuable assignment.

Job Search Techniques

Participants provided an updated resume with a letter of application for a position of their choice. They were required to attach a copy of the job announcement for which they were "applying." This, too, was considered by the majority of participants to be a valuable exercise.

Community College Philosophy

Again, participants were asked to articulate their community college philosophy. This time it was 75 words or less and in a form that could be used in the college catalog for public information purposes.

Budget and Bargaining

Participants provided a report that showed two views of the budget and bargaining process at their institution. One view was that of the administrator, while the other was of the employee group. Interviews provided the basis for this assignment, which was considered to be worthwhile.

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Leadership Institute for a New Century

Three-year Effectiveness Study

In May, 1992, a complete study was made of the effectiveness of the LINC program. The survey had a 95.8 percent return rate. Preliminary results show:

There were 48 participants

Participant Demographics:

- All were female
- 3 were persons of color (2 Black, 1 American Indian)
- 80% are married
- 87% have children
- Age when participating in program:
  - 15% under 35 years
  - 24% were 36-49 years old
  - 33% were 41-45 years old
  - 28% were over 45
- Level of education completed
  - 27% had completed a bachelor's degree
  - 62% had completed a master's degree
  - 11% had completed a doctoral degree
  - 10% had no degree, but were enrolled in an associates program
  - 50% were enrolled in a graduate program

When asked why they participated in LINC, the answer given most often was "because an administrator asked me to participate." The second reason was "for the statewide contacts."

The selection process is different at each college, but 54% had been chosen without completing an application. Only 35% of the campuses had a process that was competitive. Eleven percent did not know how they were selected. Presidents made the selection of participants in consultation with another administrator at over 41% of the institutions.

Sixteen participants (35% of respondents) have received promotions. While this cannot be definately attributed to LINC, 50% of the respondents thought that LINC was very to somewhat instrumental for their promotion. Of those participants who thought LINC was instrumental, 43% indicated the reason that LINC was instrumental was because the program helped to raise their visibility on their campus.

Forty-three of the 46 respondents want to continue to be employeed by a community college; however, only 58% think that they will be at the same institution five years from now, and only 24% think they will be at the same institution in 10 years.

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When asked if LINC helped clarify their career goals, 53% responded "yes." Those career goals include:

45% would like to be a vice president or a president
16% would like to reach the level of dean or department chair
21% want to remain in their current position
18% are uncertain which level they wish to attain

LINC is designed to improve participants networking opportunities. Over 89% of the respondents agreed that goal had been met.

Faculty make yearly visits to the campuses of each participant, and 60% of the respondents agreed that those visits were valuable to participants. The LINC faculty also feel that these visits are valuable to the faculty and the LINC program. The visits give faculty the opportunity to see each community college campus once each year. While on each campus, the faculty visit the institution's preisent and other top administrators, which keeps LINC visible and provides faculty with information on the institution's programs and current issues, as well as information on topics LINC should be covering with participants. In addition, campus visits provide faculty with the opportunity to keep in touch with past LINC participants.

Twenty-five topics are covered throughout each LINC year. The respondents (77%) thought the topics were comprehensive. Suggestions for additional topics included:

A visit to the Department of Education
Legal issues and court decisions
A view from some level other than that of the president
Affirmative action issues
Democrative and assertive management styles
Gender communication differences
Humor
How to make it past the search committee
Developing career paths and mentoring
Balancing family roles
An advanced leadership development seminar for past participants

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National Resource Persons

The following nationally recognized persons have been presenters for workshops and telenet sessions for the LINC program:

Judith Eaton
Director, National Center for Academic Achievement and Transfer
American Council on Education
Washington, DC

Geraldine Evans
Chancellor, Minnesota Community College System
Minneapolis, Minnesota

Sally Ihne
President, Clearwater Community College Region
Brainerd, Minnesota

Jerry Sue Owens
President, Cuyahoga Community College
Cleveland, Ohio

David Pierce
President, American Association of Community and Junior Colleges
Washington, DC

Barry Posner
Author, The Leadership Challenge

John Roueche
Sid W. Richardson Regents Chair
Community College Leadership Program, University of Texas at Austin
Austin, Texas

George Vaughan
Professor of Community College Leadership
University of Florida
Gainsville, Florida

Reginald Wilson
Vice President, American Council on Education
Washington, DC

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State and Local Resource Persons

The following state and local experts have been presenters and speakers :

Robert Arnould
Speaker of the House
Iowa State House of Representatives

Richard Blacker
President
Iowa Lakes Community College

John Blong
Chancellor
Eastern Iowa Community College District

Joseph Borgen
President
Des Moines Area Community College

Jack Bottenfield
President
Iowa Central Community College

David Buettner
President
North Iowa Area Community College

Richard Byerly
President
Southwestern Community College

Kay Chapman
Representative
Iowa House of Representatives

Suzie Clouser
Trustee
Des Moines Area Community College

Noreen Coyan
Director of Human Resources
North Iowa Area Community College

Barbara Crittenden
Vice President for Instruction
Southwestern Community College

Harriet Custer
Chief of the Bureau of
Educational and Student Services
Iowa Department of Education

Minnette Doderer
Representative
Iowa House of Representatives

Bob Dunker
President
Western Iowa Technical Community College

Larry H. Ebbers
Department Chair, Porfessional Studeis
Iowa State University

Tuckie Folkers
North Iowa Area Community College

Gene Gardner
President
Southeastern Community College

Jean Goodnow
Vice President for Student Services
North Iowa Area Community College

John Hawes
President
Hawkeye Institute of Technology

Carl Heinrich
President
Iowa Western Community College

Lyle Hellyer
President
Indian Hills Community College

Daryle Holbrook
Trustee
North Iowa Area Community College

Joann Horton
Administrator, Division of Community
Colleges
Iowa Department of Education

Cal Hultman
Assistant Executive Director
Iowa Association of Community College
Trustees

Richard Johnson
Auditor
State of Iowa

Lowell Junkins
Executive Director
Iowa Association of Community College
Trustees

Robert Kaiser
President
Western Iowa Technical
Community College

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Viana Kelly
Grant and Proposal Consultant
LINC Reasearch Assistant
Iowa State University

John Kibbie
Senator
Iowa State Senate

Terry Moran
Vice President
Kirkwood Community College

Bob Morrisey
Executive Dean
Indian Hills Community College

Norm Nielsen
President
Kirkwood Community College

Arthur Olie
Representative
Iowa House of Representatives

Daniel C. Robinson
Section Leader, Higher Education
Iowa State University

Don Roby
President
Northeast Iowa Community College

Carl Rolf
President
Northwest Iowa Technical
Community College

Don Shoultz
Representative
Iowa House of Representatives

Elaine Szymoniak
Senator
Iowa State Senate

Paul Tambrino
President
Iowa Valley Community College

Jane Teaford
Representative
Iowa House of Representatives

Elizabeth J. Whitt
Assistant Professor, Higher Education
Iowa State University

Richard Varn
Senator
Iowa State Senate

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LINC Participants

The following persons have been participants in the program over the past three years:

Jane Andrews
ISU Graduate Student
Formerly with Southeastern Community College

Charlene Balmer
Director of Curriculum and Instructional Development
Western Iowa Technical Community College

Karla Berns
Dean, Peosta Campus
Northeast Iowa Community College

Donna Bildner
Executive Director, Administrative Services
Northeast Iowa Community College

Carol Brobst
Administrative Assistant, Vocational-Technical Division
Hawkeye Institute of Technology

Kathy Brock
Dean Instructional Services
Northwest Iowa Technical Community College

Gwendolyn Buseman
ISU Graduate Student
Formerly with North Iowa Area Community College

Mary Conrad
Instructor & Coordinator, Office Occupations Program
Iowa Central Community College

Judy Cook
Director, Resources Development
Iowa Lakes Community College

Barbara Crittenden
Vice President, Instruction
Southwestern Community College

Becki de Neui-Lynch
Dean, Student Services
Kirkwood Community College

Carol DeLong
Rehabilitation Specialist/Coordinator
Iowa Lakes Community College

Janet Drake
Training Consultant, Continuing Education
Des Moines Area Community College

Peggy Eyerly
Director of Marketing and Public Information
Iowa Western Community College

Jane Forster
Vice President, Community Services
Northeast Iowa Community College

Sandra Gobeli
Supervisor, Business Office
North Iowa Area Community College

Tammy Hove
Director, Community Relations
North Iowa Area Community College

Debra Jones
Coordinator, Office Specialist Program
Iowa Lakes Community College

Rhonda Kekke
Associate Dean, Arts and Humanities
Kirkwood Community College

Linda Keldgord
Manager, Registration and Records
Muscatine Community College

Nancy Kothenbeutel
Executive Director, Continuing Education
Eastern Iowa Community College District

Kim Linduska
Executive Director, Academic Achievement
Des Moines Area Community College

Mary Sula Linney
Department Head, Language Arts & Humanities
Iowa Central Community College

Julie Lloyd
Community Education Specialist I
Muscatine Community College

Mary Matisheck
Director, Counseling & Developmental Education
Iowa Central Community College

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Enfys McMurry
Instructor, Arts and Sciences
Indian Hills Community College

Bonnie Miley
Director, Communication Arts, Fine Arts, Learning Resources
Iowa Western Community College

Jill Miller
Director, Library
Kirkwood Community College

Voya Moon
Instructor/Department Head, Liberal Arts
Western Iowa Community College

Lois Nanke
Executive Director, Human Resources
Kirkwood Community College

Judy Nissen
Campus Manager
Iowa Valley Community College District

Brenda Porter
Special Needs Supervisor
Western Iowa Technical Community College

Gwen Robie
Assistant Registrar
Southeastern Community College

Rebecca Rump
Officer for Institutional Advancement
Southeastern Community College

Darlas Shockley
Associate Dean, Learning Resources Center
Indian Hills Community College

Dianne Shoultz
Director, Special Needs
Hawkeye Institute of Technology

Margaret Skold
Director of Developmental Studies
Hawkeye Institute of Technology

Gloria Stewart
Department Head, Nursing & Health Occupations
Western Iowa Technical Community College

Mary Stewart
Department Chair, Special Programs
Indian Hills Community College

Julene Stoik
Coordinator, Home Economics & Human Services
Western Iowa Technical Community College

Mary Teague
Associate Dean, Developmental Education
Eastern Iowa Community College

Cynthia Tomes
Instructor, Accounting
Des Moines Area Community College

Pam Van Ast
Dean, Health & Public Services
Des Moines Area Community College

Kate Varcoe
Associate Dean, Business
Kirkwood Community College

Karen Vickers
Dean, Academic Affairs
Clinton Community College

Linda Wild
Coordinator, Work Experiences Program
Iowa Western Community College

Victoria Welch
Dean, Instruction
Scott Community College

Jann Woods
Associate Dean
Des Moines Area Community College

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Leadership Institute for a New Century
Nomination Form

Nominee's Name _____
Last First Middle

Title/ Position _____

Institution _____

Address of Institution _____
Street or Campus Office Address

_____
City State Zip

Nominee's Telephone: Work ( ) _____ Ext _____ Home ( ) _____

Educational Background: Highest Degree _____ Date _____

Areas of Concentration _____

1. State reasons for your selection of candidate
(Attach additional sheets if necessary)

2. Identify ways in which candidate has demonstrated leadership potential for a top administrative/presidential position.

3. Has candidate discussed future career development opportunities with you? If so, elaborate what you perceive them to be. If not, what indicators do you have of her/his career aspirations?

Nominated By _____ Date _____

Send by _____ to:
Date

Dr. Larry H. Ebbers
Professional Studies
Iowa State University
N243 Lagomarcino Hall
Ames, IA 50011

ERIC Clearinghouse for Junior Colleges
SEP 04 1992